

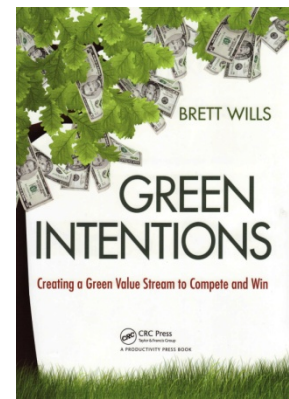
Review of *Green Intentions: Creating a Green Value Stream to Compete and Win*

By Marc Jensen (8-5-09)

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(Productivity Press [Taylor and Francis Group], 2009)

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Green Intentions provides a focused and practical repurposing of many key lean concepts from the specific perspective of environmental conservation. The format of the book as a whole is a play on Taiichi Ohno's Seven Wastes, re-envisioned here as the Seven Green Wastes. In translating lean to green, Wills' work centers around the idea that rather than just looking at processes and waste from the perspective of the customer, one can also look at them from the perspective of the environment, with wastes being either any waste *product* or wasted *resource* that has a negative environmental impact. Wills' lists these seven green wastes as: Energy, Water, Materials, Garbage, Transportation, Emissions, and Biodiversity. Importantly, *Green Intentions* outlines principles throughout that support the business case for environmental conservation from a lean perspective.

In dealing with each of the seven green wastes, *Green Intentions* delivers a formula of step-by-step instructions for how to quantify, minimize, and potentially eliminate each waste, along with tools geared toward each of these steps. The important thing to emphasize here is that this book is set up as a practical manual that someone with minimal experience in value stream mapping can pick up and put into practice, including a whole section of worksheet templates to accompany each of the processes outlined. Real-world case studies are interspersed throughout the book. There is also an extensive set of resources appended to the end of the book for further exploration of the ideas presented chapter by chapter.

Of Wills' seven green wastes, Biodiversity is probably the most interesting, in that it presents the greatest challenge both to see and to quantify. Wills places this waste last because it encapsulates the overall impact of the value stream's operation. Because biodiversity itself is neither a product of nor a resource tapped directly by the bulk of businesses, any impact on it is often overlooked in a process-oriented focus. "This is why shifting your thinking to look at things from the perspective of the environment and having biodiversity waste as a specific waste you are looking for will ensure that you have captured your complete environmental impact" (pg. 196). Yet, as with the other green wastes, Wills frames the discussion of biodiversity conservation in terms that make both business and ecological sense.

Green Intentions articulates a vision of business practice that moves toward neutrality by minimizing and mitigating its wastes, and eventually eliminating waste altogether in a sustainable cycle. As a practical manual to aid businesses as they begin rigorously structuring and leading conservation efforts, *Green Intentions* definitely delivers what it promises. This is far from the final word on the subject, but it is an excellent place to start.